****

**Website:** [**http://www.dorneypark.com/**](http://www.dorneypark.com/)

**Case Study #1**

Dorney Park & Wildwater Kingdom is a major regional amusement park serving a primary market of more than 20 million people. Dorney Park faces strong competition from amusement parks one hour to the west and one hour to the east as well as intrinsic competition for consumers’ entertainment dollars from the Jersey Shore, the Poconos, the Big Apple and numerous other venues that make the Northeast such a great place to live. Every successful business does an ongoing internal and external evaluation of the marketplace. Our mission statement: ***Dorney Park & Wildwater Kingdom is dedicated to providing our guests with world-class thrills, fun and family entertainment, guided by the principles of safety, service, courtesy, cleanliness and integrity***.  
  
Your Challenge, Should You Accept It!  
  
Your team must author a SWOT analysis of Dorney Park and its position in the marketplace for the consumers’ limited entertainment dollar. Of course, every good business professional knows SWOT stands for…Strengths, Weaknesses, Opportunities and Threats.  
  
There is no right or wrong analysis, but in the eyes of our panel of experts there are “issues” that should be on everyone’s analysis. There’s no limit to your narrative; it can be as short or long as your team feels the market warrants. The only format requirement is your analysis must cover all four elements of SWOT. How glossy or basic is your team’s call. But beware, our panel is not easily impressed with glitz; we are looking for substance. The one requirement: on the index page list all the team members who contributed to the report; we like to give credit where due.

**The SWOT Analysis:**

The SWOT analysis is an extremely useful tool for understanding and decision-making for all sorts of situations in business and organizations. The SWOT analysis headings provide a good framework for reviewing strategy, position and direction of a company or business proposition, **or any other idea**. Completing a SWOT analysis is very simple, and is a good subject for workshop sessions. SWOT analysis also works well in brainstorming meetings. (Collaboration) Use SWOT analysis for business planning, strategic planning, competitor evaluation, marketing, business and product development and research reports.

Here is the explanation in more detail:

|  |  |  |  |
| --- | --- | --- | --- |
| **Strengths** and **Weaknesses** | the **internal** environment - the situation **inside** the company or organization | for example, factors relating to products, pricing, costs, profitability, performance, quality, people, skills, adaptability, brands, services, reputation, processes, infrastructure, etc. | factors tend to be in the **present** |
| **Opportunities** and **Threats** | the **external** environment - the situation **outside** the company or organization | for example, factors relating tomarkets, sectors, audience, fashion, seasonality, trends, competition, economics, politics, society, culture, technology, environmental, media, law, etc. | factors tend to be in the **future** |

**SWOT Analysis Template**

Situation being analysed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

This SWOT example is for a new business opportunity. Many criteria can apply to more than one quadrant.

Identify criteria appropriate to your own SWOT situation.

|  |  |  |  |
| --- | --- | --- | --- |
| **criteria examples**  Advantages of proposition?  Capabilities?  Competitive advantages?  USP's (unique selling points)?  Resources, Assets, People?  Experience, knowledge, data?  Financial reserves, likely returns?  Marketing - reach, distribution, awareness?  Innovative aspects?  Location and geographical?  Price, value, quality?  Accreditations, qualifications, certifications?  Processes, systems, IT, communications?  Cultural, attitudinal, behavioural?  Management cover, succession?  Philosophy and values? | **strengths** | **weaknesses** | criteria examples Disadvantages of proposition?  Gaps in capabilities?  Lack of competitive strength?  Reputation, presence and reach?  Financials?  Own known vulnerabilities?  Timescales, deadlines and pressures?  Cashflow, start-up cash-drain?  Continuity, supply chain robustness?  Effects on core activities, distraction?  Reliability of data, plan predictability?  Morale, commitment, leadership?  Accreditations, etc?  Processes and systems, etc?  Management cover, succession? |
| criteria examples Market developments?  Competitors' vulnerabilities?  Industry or lifestyle trends?  Technology development and innovation?  Global influences?  New markets, vertical, horizontal?  Niche target markets?  Geographical, export, import?  New USP's?  Tactics: eg, surprise, major contracts?  Business and product development?  Information and research?  Partnerships, agencies, distribution?  Volumes, production, economies?  Seasonal, weather, fashion influences? | **opportunities** | **threats** | criteria examples Political effects?  Legislative effects?  Environmental effects?  IT developments?  Competitor intentions - various?  Market demand?  New technologies, services, ideas?  Vital contracts and partners?  Sustaining internal capabilities?  Obstacles faced?  Insurmountable weaknesses?  Loss of key staff?  Sustainable financial backing?  Economy - home, abroad?  Seasonality, weather effects? |